



AWA O TE WAIORA

**Growth  
Culture**

LEADERSHIP ACADEMY



# CASE STUDY

## Emerging National Leadership Programme

This case study explores the transformative journey of Kristie Knauf, a dedicated team leader, who engaged in the Emerging National Leadership Programme. Kristie's story sheds light on the profound impact of the Emerging programme on her personal growth, professional development, and success in winning a new role.

### OBJECTIVE ACHIEVEMENT AND COURSE CONTENT

Kristie's primary objective in enrolling in the Emerging Programme was to enhance her leadership abilities, especially in team management and handling difficult conversations. As she reflected on her experience, she acknowledged that the programme effectively addressed her objectives. It not only equipped her with strategies to lead more effectively but also opened her eyes to other crucial aspects of leadership that she had previously underestimated.

“It felt purposeful and was authentic.”

### ENGAGING LEARNING EXPERIENCE

Kristie found the course content to be instrumental in meeting her needs. The programme offered a variety of strategies that she immediately implemented and plans to continue using in the future. She appreciated the programme's authentic approach to learning, which allowed her to apply her knowledge to real-time situations. The hands-on tasks and personal relevance of the material engaged her effectively.

Kristie's newfound knowledge and skills were immediately put to use in her workplace. She shared examples of how the programme's teachings had practical applications. Team meetings now commence with a 'Success of the week,' fostering a positive team culture. In her approach to addressing concerns with team members, she has shifted from directive instructions to coaching and reflection. This change in problem-solving approach, demonstrates her commitment to growth and adaptation.

The programme's well-being and support structure significantly contributed to Kristie's success. Regular check-ins and flexible scheduling allowed her to manage her commitments without undue stress. She highlighted the empathy and understanding shown by the kaiārahi who, having experience in education, comprehended the pressures teachers face.

“This has helped me reflect on my current practice as a team leader and filled some gaps that I have. Therefore, helping me feel more confident in my role.”

### SUCCESS OF THE PROGRAMME

The most significant takeaways from the programme, according to Kristie, revolved around the critical importance of relationships and communication in leadership. She now understands that these aspects are vital not only for effective team management but also for maintaining harmony between leadership, team members, management, and the broader community.

Kristie was also at a cross roads in her career earlier in the year, wondering if teaching was really for her. However, by the end of the year, she was filled with a renewed passion and won herself a new role that she was very excited to commence. She felt the learning gained through the Emerging Programme supported her tremendously throughout the application and interview process.



**KRISTIE KNAUF**

Emerging National  
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